

## Upcoming Date

Bid Letting September 25, 2003

## October 15th Deadline Annual Eligibility Update

All MDT DBEs must get their annual eligibility application to the DBE office by October 15th.

Call Alice Flesch, 406-444-6337 or Debbie Riemann, 406-444-9299, if you have any questions about completing this paperwork.

Do it today - Don't risk losing your DBE certification. Annual Eligibility Application must be submitted no later than October 15th.

## DBE Participation/Goal Comparison

MDT federally funded projects

**DBE Participation is 7.22%**

**DBE Goal is 7.36%**

(Proposed DBE Goal for FY2004 is 7.26%)

## MONTANA DBE PROGRAM

Debbie Riemann, Acting DBE Program Manager,  
[driemann@state.mt.us](mailto:driemann@state.mt.us) (406) 444-9229

Alice Flesch, Acting DBE Program Specialist,  
[aflesch@state.mt.us](mailto:aflesch@state.mt.us), 406-444-6337

Rebecca L. Johnson, DBE Supportive Services Manager, [rejohnson@state.mt.us](mailto:rejohnson@state.mt.us) (800) 883-5811

Bamby Campbell, DBE Supportive Services Admin. Assistant, [bamcampbell@state.mt.us](mailto:bamcampbell@state.mt.us)

Vicky Koch, Civil Rights Bureau Chief  
[vkoch@state.mt.us](mailto:vkoch@state.mt.us) (406) 444-6335

2701 Prospect Avenue/PO Box 201001, Helena, MT 59620-1001, (406) 444-6331, Fax (406) 444-7685 TTY (800) 335-7592 [www.mdt.state.mt.us](http://www.mdt.state.mt.us) and click on Civil Rights Bureau

## LOGO CONTEST

Deadline is November 30<sup>th</sup>. Prize is \$250.00. MDT DBE Supportive Services would like to have a logo for the DBE companies to use in marketing their businesses. Anyone is encouraged to enter a logo design. See details on Page 5.



Lynelle Peterson, Ethnoscience, Billings, MT



## Recent Retirements at MDT

**Pat Saindon**, Administrator for MDT Transportation Planning has retired.

**Tom Martin** with CTEP retired September 5<sup>th</sup>.

*Best of Luck*

## INSIDE THIS ISSUE

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## **Use of Special Fuel – License, Tax, and Reporting Requirements** *Information from Bob Turner, MDT Fuel Tax Management*

Contractors are required to pay tax for special fuel used on MDT and any other public works projects. Diesel fuel is considered special fuel. Dyed diesel fuel cannot be used on MDT projects. Contractors may bring a vehicle onto projects with dyed fuel in the tank only after notifying Lori Balcerzak at 406-444-7271. This will allow the use of the vehicle on the project until the tank is empty. After emptied, it must be refilled with un-dyed diesel fuel. Contractors may be able to use dyed diesel fuel on other projects sponsored by cities, counties, private, etc. However, MCA 15-70-321 (1b) states all diesel fuel, dyed or clear, used on any public works projects awarded by any public agencies is taxable. If dyed fuel is used on these projects, the contractor must be licensed as a Special Fuel Use Contractor (SFUC), report and pay the tax quarterly to MDT.

Recently, some MDT special fuel use audits have resulted in assessed tax against the prime SFUC for unpaid tax on special fuel usage by subcontractors. In these cases, the prime SFUC may pass this tax to the subcontractor for payment depending on the agreement in their contract. The prime SFUC is the only entity that can appeal the tax assessment, which must be done within 30-calendar days. If appealed, they will need the subcontractor fuel usage logs and paid fuel tax receipts. Therefore, prime SFUC should express the need to keep detailed records to their subcontractors if the subs are not licensed SFUC themselves.

In light of these new findings, MDT is now requiring subcontractors (all primes should currently be licensed) on all MDT public road projects to obtain an SFUC license. Regardless of this licensing requirement, prime SFUC are responsible for ensuring all fuel tax is paid on the project (this includes all subcontractor fuel usage regardless of subcontract amount). Prime contractors may require subcontractors to submit fuel usage records with paid motor fuel receipts or a copy of the subcontractor quarterly SFUC tax report to verify that the motor fuel tax was paid. The old exemption allowing a subcontractor, whose subcontract is under \$100,000, to forgo obtaining a SFUC license is no longer valid.

To obtain a SFUC license, contact Motor Carrier Services Division at 406-444-6130. There is no initial application fee. However, you will need to post a \$5,000 bond with the application. When licensed, you will be required to submit quarterly reporting forms to show fuel usage and make payments to MDT.

MDT is looking at the issue of SFUC licensing in more detail and will provide information as issues develop.

**Remember: The old exemption allowing subcontractor, whose subcontract is under \$100,000, to forgo obtaining a SFUC license is no longer valid.**

### **Montana DBE Company Monthly Update**

#### **Recent Graduate of DBE Program:**

Herrera Environmental Consultants, Inc., Carlos E. Herrera, Missoula, MT

#### **De-Certification:**

Fischer & Associates, Sandy Fischer, Billings, MT

### **PTAC in Great Falls offers:**

Bid Search. Sign up for free and confidential bid search services using the PT Assist system. Type in a few key words describing your company's work and get either an e-mail or go to their web site to access government contracting opportunities (federal and state government databases) that match your company's needs. Call Karl Dehn or Patti McFadden at 406-454-1934 or e-mail Karl at [karl@gfdevelopment.org](mailto:karl@gfdevelopment.org) or Patti at [pmcfadden@gfdevelopment.org](mailto:pmcfadden@gfdevelopment.org)

They will also help you register on the CCR so you can bid on federal contracts and get paid when you work on a federal project. They will also help you register on Pro-Net – the national database where agencies and major prime contractors look for companies. It is a free advertising service. PTAC services are free and confidential. Call Today!

### **As Read MDT August 21, 2003 Bid Letting Results**

Project Title and #	Prime Bidder	Low Bid Amt.	DBE Participation Dollars / %
IM 15-3(58)176 Jefferson City - Helena	Riverside Contracting, Inc.	\$7,529,803	\$452,452 6.011
BR 9046(10) Big Muddy Creek - SE of Redstone	Sletten Construction Co.	\$612,920	
NH 0002(593) D-5-Non-Interstate Guardrail	H L Construction	\$508,267	
CM 6799(24) Sidewalks - Kalispell	United Rentals Hwy Tech Inc.	\$614,104	
MT (008) Slide Repair - Beartooth Pass	Cop Construction, L.L.C.	\$496,721	
AR 23226(1) Cedar St. Modification - Helena	H L Construction	\$94,944	
STPP 26-1(13)1 Yellowstone R. - S.E. of Sidney	Sletten Construction Co.	\$207,615	

## TWO STEPPING IN A DIVERSE WORKPLACE (Part 1 of 5)

*As a supervisor you are used to dancing around many legal issues. Your workforce is likely made up of people from all sorts of cultural backgrounds. Cultural Diversity in the workplace presents a challenge to manage your workforce fairly and productively, without violating discrimination or harassment laws.*

### Your first dance-move – defining diversity

We hear a lot of talk about diversity, but what does it really mean? It means appreciating people for their differences, rather than excluding them because they don't look or act like the majority. Your employees don't have to become best buddies, but they need to treat each other with respect.

From a legal standpoint, diversity means preventing harassment or discrimination based on an employee's *protected class*, which means their gender, pregnancy, race, color, national origin, religion, age, disability or veteran status.



Jane Huff, Administrative Assistance, MDT Organizational Development, and Russ McDonald, Administrator, MDT Human Resources

This article was adapted with permission from M. Lee Smith Publishers where it appeared in Frontline – a monthly employment law update for supervisors



## MDT Subcontract Work Troubles??

If you have had any subcontract work on MDT projects drastically decreased or eliminated which has had a significant impact on your business over the last two years please contact Rebecca. Thank you.

### School is back in session Remember these driving tips to keep our children safe

#### Tips for Motorists

\*Slow down and obey all traffic laws and speed limits.

\*Always stop for a school bus that has stopped to load or unload passengers. Red flashing lights and an extended stop arm tell you the school bus is stopped to load or unload children. It's the law. (See MCA 61-8-351).

\*Be alert and ready to stop. Watch for children walking in the street, especially where there are no sidewalks. Watch for children playing and gathering near bus stops. Watch for children arriving late for the bus who may dart into the street without looking for traffic.



When backing out of a driveway or leaving a garage, watch for children walking or biking to school.

\*When driving in neighborhoods or school zones, watch for young people who may be in a hurry to get to school and may not be thinking about getting there safely.



Shan-Tai Yeh, Yeh and Associates, Inc., Englewood, CO



## Could your company be at risk for a software fine? (Summary of Billings Gazette article of August 8, 2003)

In August, a Livingston printing company paid \$40,000 to the Business Software Alliance, a watchdog group representing the nation's leading software manufacturers. A self-audit revealed more copies of Adobe and Microsoft software program on the printing company's computers than it had licenses to support.

Many businesses, even without knowing it, face potential disaster because of software piracy, the installation or use of unauthorized copies of software. Software piracy is illegal and can have very costly consequences to your business. Illegal software is more likely to fail, rendering your computers and their information useless. You can expect no warranties or support for illegal software, leaving your company on its own to deal with such a failure. Illegal software is also one of the prime sources of computer viruses that can destroy valuable data throughout a company. Software piracy can lead to stiff fines and criminal prosecutions. Piracy can be as simple as two employees installing the same program on their computers when the license agreement permits only one. It can be as widespread as the deliberate, systematic copying of programs throughout an organization, or the purchase of computers with "pre-loaded" software that was never authorized by the software's creators. Sometimes called "warez," pirated software on the Internet is often transmitted via bulletin boards, e-mail, news groups, site links and, most notably, Internet auction sites, which defraud bidders by claiming that illegal software is a genuine product obtained at a deep discount. If your business has obtained software from these sources, or has purchased software that did not come with a license for its use, proper documentation, or other obvious signs that it is genuine, you may well be using pirated software and are taking a big risk for your company. If an employee installs unauthorized copies of software on company computers or illegally downloads software from the Internet, the company may be held liable - even if the company's management was not aware of the employee's actions. Business Software Alliance has sample corporate policy and memo to employees to minimize your company risk. Go to:

<http://global.bsa.org/usa/antipiracy/tools/business.phtml>

## 7 Deadly Sins of Hiring, Being Hired and Staying on the job. Excerpts from Sales Moves by Jeffrey Gitomer from Western Business News, Billings, July 2003

1. Looking at the wrong time and in the wrong place. Do you only hire or look to hire when there's a need? Major mistake! Hiring in a crunch is managing by crisis. Try looking for people you want before you have a need. You need to solicit the best people in your industry.
2. Asking dumb questions. What kind of questions do you ask when you interview? "Name two strengths and two weaknesses you have? Or perhaps "Describe your ideal environment?" Sound familiar? Hiring managers ask these and other dumb questions because that's how they were taught. Try asking questions that engage the candidate to think. Ask scenario-based questions that they may encounter on the job. This will give some insight on "how" they will react in the real world. "What would you do if \_\_\_\_." "How would you react to \_\_\_\_?"
3. Making an offer just because you "need" someone. How many times have you made an offer to someone you know is not the best person for the job? It may solve your immediate problem, but a new set of bigger problems is right around the corner. Guaranteed.
4. Not setting clear expectations. Just because you understand what needs to be done does not mean your new employee understands. Ask for them to explain to you what they think their responsibilities are so you know they understand. By taking this extra step in the beginning, you will eliminate confusion and frustration. Setting expectations means explaining potential roadblocks in addition to just stating company policies.
5. Not communicating to be understood. Many managers assume they are communicating effectively with their employees. RULE ONE: Always ask the person to repeat the issue so you understand they understand. When employees feel involved, they have a sense of being and feel appreciated. Communication or lack of will most likely pre-determine the outcome of an employee's fate.
6. Forgetting to reward the one you have already hired. The three basic needs all people have are: To be liked. To feel important. To be appreciated. If you do not appreciate them or if you fail to make them feel important to the team, they will leave. Rewarding employees is not an option.
7. Failing to create loyal employees. Loyalty is determined by your actions or inactions when an employee has a problem. The way you respond to problems will send the message to everyone on how you feel about your employees. Loyal employees will create profits for the company.

## MDT Owned Wetland Mitigation Sites

MDT can also purchase properties to develop wetland mitigation. Over the past several years, MDT has purchased 400 acres across the state in an effort to meet the Army Corps of Engineers' compensatory wetland mitigation requirements. Some of these wetlands were developed in former borrow material pit locations that bisected groundwater levels and were reclaimed as wetlands. Some sites are as small as five acres, while others are as large as 100 acres. Several are located in the Billings area, with other sites scattered across the state.

One MDT-owned site of particular interest is situated adjacent to Montana Highway Route 35, close to the town of Creston in Flathead County. This 20-acre parcel was purchased in 1995 for the express purpose of developing wetlands that would mitigate the wetlands impacted by the Creston North & South Highway 35 reconstruction project. Since that time, the site has developed into an emergent wetland marsh with two open water areas totaling 14 acres, which provide a wealth of habitat for waterfowl and other wildlife. There is a parking area with public access for wildlife viewing only. No hunting is allowed on the property due to the close proximity of residences in the area.



Kleinschmidt Creek near Ovando, 2001



**Win \$250.00**

**Deadline: November 30, 2003**

The contest is now open to any individual or business.

Create an original logo to represent the MT Dept of Transportation Disadvantaged Business Enterprise (DBE) program. The criteria for selection of logo will be originality, reproducibility, program identification, and professional appearance.

Please submit your logo artwork to Rebecca Johnson, 800-883-5811, 406-444-7287, 406-444-7685 Fax, rejohnson@state.mt.us, PO Box 201001, Helena, MT 59620-1001. <http://www.mdt.state.mt.us/civilrights/>

**Winner will be announced December 15, 2003.**  
**All entries will receive a small gift of appreciation.**

DBE Program mission is to further the development of DBEs to compete successfully, to ensure a "level playing field," foster equal opportunity for DBEs in DOT-assisted contracts, and reduce burdens on small businesses. All rights to the selected artwork will become the property of MDT DBE Supportive Services Program. No logo will be selected if the entries do not meet the criteria. MDT attempts to provide accommodations for any known disability that may interfere with a person's ability to participate in any activity of the Department. For further information, call (800)883-5811 or TTY (800)335-7592.



### Marketing a Small Business – What to Know

80 percent of a company's business comes from 20 percent of its customers. Take care of your loyal customers – let them know how much you appreciate their business.

Understand your customer needs – why do your current customers use your business, what do they like and dislike about your company.

Build relationships with your customers – help them solve a problem with your service.

Listen to your customers – let them tell you what they need.

Looking for new customers never stops, become a member of your local Chamber, join a service club, participate in community events – help your local school.

Follow up with your new customers. Show customers their opinions matter.

Just do it. Set a quota of contacts per day. Analyze your style and identify your weak skills and keep practicing.

### Safety Made Simple: The ABCs of Work Zone Safety

This safety video is available to DBEs. Check it out from the DBE Lending Library. If you like it, DBE Supportive Services will get you the tape free. 13-minute tape emphasizes the importance of awareness, being visible, and communication. Call Today!

## **FHWA Program Continuation Beyond TEA-21**

**BACKGROUND:** After TEA-21 authorization ends on September 30, 2003, the Federal Highway Administration (FHWA) will not be able to continue program delivery. Due to changes in the Highway Trust Fund (HTF) provisions of the Internal Revenue Code and the lack of sufficient carryover balances of contract authority, the Federal-aid highway program is faced with a dramatically different operational environment as compared to the environment which existed at the end of ISTEA, on September 30, 1997. TEA-21 specifically amended the Internal Revenue Code to effectively prohibit future uses of this approach without appropriate legislative action by Congress.

**IMPACT:** Under current law, FHWA cannot approve any new projects or allow the States to incur any other new obligations of contract authority, including carryover contract authority, after September 30, 2003. Further, FHWA will not be able to carry on operations to reimburse States for expenses incurred against existing obligations because FHWA itself cannot obligate carryover contract authority for administrative expenses after September 30.

**REMEDIES:** The following minimum legislative remedies are needed before September 30, 2003 to allow the FHWA to make payments of existing obligations and continue operations:

- To permit contract authority previously made available to be obligated for Federal-aid highways, Title 26 must be amended, or a Revenue Bill enacted, to allow expenditures from the Highway Trust Fund for liquidation of new obligations by States and by FHWA incurred after September 30, 2003.
- To allow FHWA to continue administration of the Federal-aid program, new amounts of sufficient contract authority or other budget authority must be provided for administrative expenses.
- An Appropriations Act or a Continuing Resolution would be required to make sufficient liquidating cash available from the Highway Trust Fund.

It is important to note that all three of the actions described above are required to keep FHWA open for business beyond September 30, 2003. Unlike past years, FHWA's carryover administrative contract authority on October 1, 2003 will be very limited -- approximately \$13 million.

**Q:** When can I expect to know whether we have to institute shutdown procedures?

**A:** As FHWA determines if contingency requirements must be implemented, official guidance will be disseminated. We expect to see corrective measures approved by Congress in mid to late September, 2003.

## **SAFETEA Safe, Accountable, Flexible and Efficient Transportation Equity Act of 2003 –**

Reauthorization of TEA-21 transportation plan. TEA-21 will expire September 30, 2003. SAFETEA is a six-year \$247 billion Bush administration proposal. There is less than 30 days to get this proposal passed by congress. TEA-21 has no wording to extend the authorization to fund the highway program - it is unsure of the impact if this new authorization bill is not passed in time. Read more about the new authorization plan at: <http://www.fhwa.dot.gov/reauthorization/index.htm>

## **Sub-Contractor Check List**

A prime contractor's sample checklist for use when talking with subcontractors about their subcontract quotes: Can you answer the following questions?

Are you a DBE/ MBE?  
Do you have bonding?  
Do you have insurance?  
Did you include Gross Receipts Tax in your quote?  
Do you have the necessary permits?  
Any testing required?  
Any staking required?  
Did you include mobilization in your quote, do you plan to store materials at site?  
Health Considerations?  
Traffic Control needed for your work?  
BMP Considerations?  
Qualified Supervisor?  
Haz-Mat Training?  
Staging Requirements?  
EEO Statement?  
Other?  
Exclusions?

### *Quote of the Month*

Nothing is particularly hard if you divide it into small jobs.

*Henry Ford*



## **MDT Highway Construction Projects Invitation for Bids, Letting of September 25, 2003**

For the most complete and timely bid information, go to the web site <http://mdt.state.mt.us/entrect/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Section, Room 101, 2701 Prospect, Helena, MT until 9:00 a.m. on September 25, 2003, the bids being publicly opened and read thereafter at 10:00 a.m. in the Department's auditorium. Bids proposals, plans, cross-sections, and full instructions to bidders are on file for examination, and may be obtained from the Contract Plans Section 406-444-6216, 6212 or 6215, Fax 406-444-7236 or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form.

1. **Pompeys Pillar Interchange & BNRR – 2 km West of Pompeys Pillar, Federal Aid Project Nos. IM 94-1(64)23 & BR 568-1(13)0** Pompey's Pillar Interchange - Grading, gravel surfacing, plant mix bituminous surfacing on 0.723 km of the Pompey's Pillar Interchange project in Yellowstone County. BNRR-2 km West of Pompey's Pillar – 96-meter concrete prestressed beam structure and approaches on the BNRR-2 km West of Pompey's Pillar project in Yellowstone County. DBE contract goals are 3.0%.
2. **Woodard Ave.-Absarokee & Lighting-Woodard Ave.-Absarokee, Federal Aid Project Nos. STPP 78-2(20)33 & STPP 78-2(22)33** STPP 78-2(20)33 – Grading, gravel, plant mix surfacing, sidewalk, waterline replacement and storm drain construction on the Woodard-Absarokee project in Stillwater County. STPP 78-2(22)33 – Electrical improvements on the Lighting-Woodard Avenue-Absarokee project in Stillwater County. DBE contract goals are 5.0%.
3. **1994-Safety Improvements – Somers Area & Somers - East, Federal Aid Project Nos. STPHS-STPP 00029454) & SFCP-STPHS 82-1(3)1** STPHS-STPP 0002(454) – Pulverize, widening, overlay and reconstruction on the 1994-Safety Improvements-Somers Area project on 4.4 km of Montana 82 in Flathead County. SFCP-STPHS 82-1(3)1 – Overlay, widening, seal and cover on 7.5 km of the Somers-East road on Montana 82 in Flathead County. DBE contract goals are 2.0%.
4. **D-4 – Non-Interstate Guardrail, Federal Aid Project No. NHTSA 0002(393)** Guardrail & Bridge Rail on the D4-Non-Interstate Guardrail project in Valley, Roosevelt, Richland, Sheridan, Custer, Garfield, McCone & Phillips Counties. DBE contract goals are 0.0%.
5. **Pass Creek – 2 km SW of Wyola, Federal Aid Project No. BR 9002(31)** Construction of a 31.0 meter prestressed concrete beam bridge and grading, aggregate surfacing, plant mix surfacing, seal and cover of approaches on 0.3 km of the Pass Creek – 2 km SW of Wyola project on a Big Horn County road from RP 0.40 to 0.60. There is a mandatory pre-bid conference September 9, 2003. DBE contract goals are 2.0%.
6. **2000 – D2 – Signing & Electrical, Federal Aid Project No. STPHS 16947)** Signal modification, new flashers and signing at two locations on the 200-D2-Signing and Electrical project in Gallatin County. DBE contract goals are 0.0%

## **MT Contracting Opportunities**

Construction of Linton Mine & Mill Site Reclamation Project, Missoula County, US Army Corps of Engineers, DACW45-03-B-0019, Bid Date: Sept 22, 2003, Improve existing roads, relocate underground utilizes, excavate, backfill, replace culvert, reconstruct road, regrade/revegetate disturbed area, fencing, <http://www.eps.gov/spg/USA/COE/DACA45/DACW45-03-B-0019/listing.html> Patricia Overgaard, 402 221 3031 [Pat.M.Overgaard@usace.army.mil](mailto:Pat.M.Overgaard@usace.army.mil)

Upgrading 2 Sewage Lagoons at 2 Missile Alert Facilities, F24604-03-R-0016, Malmstrom AFB, Great Falls, MT, Bid Date: Sept 15, 2003, <http://www.eps.gov/spg/USAF/AFSC/341CONS/F24604-03-R-0016/listing.html>

Holbrook Creek Trail No. 131 and Barlett Creek Trail No. 129, RFP R1-10-03-2, Bid Date: October 15, 2003, Powell County, MT Flathead National Forest, Construction of 6.3 miles of trail including clearing and grubbing, tread construction, switchbacks, drain dips, ditches, culvers. <http://www.eps.gov/spg/USDA/FS/0385/RFP%5FR1-10-03%5F2/listing.html>

Repair Parking Lot, F24604-03-R-0023, Malmstrom AFB, Bid Date: Sept 20, 2003, construction of additional parking area, replacement of existing parking area, improvements to drainage, landscaping, tree and shrub planting. <http://www.eps.gov/spg/USAF/AFSC/341CONS/F24604-03-R-0023/listing.html>

Werner Creek Bridge, R1-10-03-32, Flathead National Forest, Bid Date: Sept 17, 2003, embankment, soil erosion, structural excavation, riprap, placing aggregate, concrete structures, bridge structure, metal pipe, seeding, Nola Rice, 406-758-5310, [nnrice@fs.fed.us](mailto:nrice@fs.fed.us)

Upper Nicola Creek Arch Pipe, R1-10-03-30, Flathead National Forest, Bid Date: Sept 15, 2003, remove culverts, soil erosion, minor structure excavation, placed riprap, place aggregate, steel structural plate, seeding, Nola Rice, 406-758-5310, [nnrice@fs.fed.us](mailto:nrice@fs.fed.us)

Lookout Creek Arch Pipe, R1-10-03-31, Flathead National Forest, Bid Date: Sept 16, 2003, remove culvert, excavation, embankment, drainage excavation, metal pipe, steel structures, Nola Rice, 406-758-5310, [nnrice@fs.fed.us](mailto:nrice@fs.fed.us)

Erosion Protection of WSA Berms, F24604-03-R-0020, Malmstrom AFB, Great Falls, Bid Date: Sept 11, 2003, install berm liners, <http://www.eps.gov/spg/USAF/AFSC/341CONS/F24604-03-R-0020/listing.html>

# September Business Calendar

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
<b>7</b>	<b>8</b>	<b>9</b> >Commercial Financing Helena >From Filing to Finance Helena >Human Resources Audits in Mt Helena >Assistance for Business Clinics Lewistown	<b>10</b> >Community Express Loan Workshop Helena >From Filing to Finance Butte >Payroll Basics Helena >Assistance for Business Clinics Great Falls	<b>11</b>	<b>12</b>	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b> >Writing a Business Plan Missoula	<b>17</b> >Beginning QuickBooks Helena	<b>18</b> >SBIR-An Opportunity to Build Your Company Kalispell	<b>19</b> >Dealing Effectively with Unacceptable Employee Behavior Missoula >From Filing to Finance Kalispell	<b>20</b>
<b>21</b>	<b>22</b> >Excel, a One Day Seminar Kalispell >Grantsmanship Training program (Sept. 22-26) Bozeman	<b>23</b> >Excel, a One Day Seminar Missoula >From Filing to Finance Gt. Falls >Soft Skills for Manager and Supervisors (Sept. 23 & 30) Helena	<b>24</b> >Excel, a One Day Seminar Helena	<b>25</b> >Excel Bozeman >Managing Multiple Projects, etc. Billings >How to Build Powerful Powerpoint Pres. Missla >Montana Profit Enhancement Symposium (Sept. 25-26) Great Falls	<b>26</b> >Excel, a One Day Seminar Great Falls	<b>27</b>
<b>28</b>	<b>29</b> >How to Supervise People Great Falls	<b>30</b> >Drainage & Trenching Billings >Employment Related Records in Montana Billings >How to Supervise People Helena	<b>Oct. 1</b> >How to Supervise People Bozeman >Human Resources Fundamentals in Montana (Oct. 1-2) Billings	<b>Oct. 2</b> >How to Supervise People Missoula >Drainage & Trenching Glendive	<b>Oct. 3</b> >How to Supervise People Kalispell	<b>4</b>
<b>5</b>	<b>Oct. 6</b>	<b>Oct. 7</b> >Assistance for Business Clinic Polson >Accounting 101 (Oct. 7, 14, 21) Helena >Drainage & Trenching Gt. Falls >How to Design Newsletters, etc. (Oct 7-8) Helena	<b>Oct. 8</b> > Assistance for Business Clinics Hamilton >Laying the Foundation Helena >Drainage & Trenching Missoula	<b>Oct. 9</b> >Drainage & Trenching Butte >How to Design Newsletters, etc. (Oct 9-10) Missoula	<b>Oct. 10</b>	<b>11</b>

**2003**



Accounting 101, Oct. 7, 14, & 21 Helena, \$125. Business Resource Center, Stephanie Hilger, 406-443-0800.

Assistance for Business Clinics, Sept. 9 Lewistown (\$25), Sept. 10 Great Falls (\$40), Oct. 7 Polson (\$40), Oct. 8 Hamilton (\$25). Gives up-to-date information on employment, safety, tax laws, and services available at the Workforce Centers. For Lewistown & Polson contact the local Job Service. For Great Falls & Hamilton contact the local Chamber of Commerce.

Beginning QuickBooks, Sept. 17 Helena, \$75. Business Resource Center, Stephanie Hilger, 406-443-0800.

Commercial Financing, Sept. 9 Helena, Free. How to get money for your business needs. Business Resource Center, Stephanie Hilger, 406-443-0800.

Community Express Loan Workshop, Sept. 10 Helena, Free. SBA Express Loan will be discussed. Business Resource Center, Stephanie Hilger, 406-443-0800.

Dealing Effectively with Unacceptable Employee Behavior, Sept. 19 Missoula, \$149. SkillPath Seminars, 800-873-7545, [enroll@skillpath.net](mailto:enroll@skillpath.net).

Drainage and Trenching, Sept. 30 Billings, Oct. 2 Glendive, Oct. 7 Great Falls, Oct. 8 Missoula, Oct. 9 Butte, \$30. Local Technical Assistance Program (LTAP), 800-541-6671.

Employment Related Records in Montana, Sept. 30 Billings, Cost? Lorman Educational Services, 888-678-5565, [customerservice@lorman.com](mailto:customerservice@lorman.com)

Excel, A One Day Seminar, Sept. 22 Kalispell, Sept. 23 Missoula, Sept. 24 Helena, Sept. 25 Bozeman, Sept. 26 Great Falls, \$79. Fred Pryor Seminars, 800-556-2998.

From Filing to Finance, Sept. 9 Helena, Sept. 10 Butte, Sept. 19 Kalispell, Sept. 23 Great Falls, Free. Launching, organizing, and financing a business led by Bob Brown, Montana Secretary of State, 406-444-3665 or [sosbusiness@state.mt.us](mailto:sosbusiness@state.mt.us)

Grantsmanship Training Program, Sept. 22-26 Bozeman, \$775. Intensive 5-day program combining instruction and practical exercises in all stages of writing a grant proposal. Salvation Army, 800-421-9512.

How to Build Powerful Powerpoint Presentations, Sept. 25 Missoula, \$249. CompuMaster 800-867-4340, Fax: 913-432-4930, [enroll@skillpath.net](mailto:enroll@skillpath.net).

How to Design Newsletters, Ads, Proposals, etc., Oct 7-8 Helena, Oct. 9-10 Missoula, \$395. National Seminars Group, 800-258-7246 or [www.natsem.com](http://www.natsem.com).

How to Supervise People, Sept. 29 Great Falls, Sept. 30 Helena, Oct. 1 Bozeman, Oct. 2 Missoula, Oct. 3 Kalispell, \$129. Fred Pryor Seminars, 800-556-2998.

Human Resources Audits in Montana, Sept. 9 Helena, \$289. Lorman Educational Services, 715-833-3959, [onsite@lorman.com](mailto:onsite@lorman.com).

Human Resources Fundamentals in Montana, Oct. 1-2 Billings, \$469. Lorman Educational Services, 715-836-3959, [www.lorman.com](http://www.lorman.com).

Laying a Foundation, Oct. 8 Helena, Free. A Pre-Business Plan Workshop. Business Resource Center, Stephanie Hilger, 406-443-0800.

Managing Multiple Projects, Objectives and Deadlines, Sept. 25 Billings, \$199. SkillPath Seminars, 800-873-7545, [enroll@skillpath.net](mailto:enroll@skillpath.net).

Montana Profit Enhancement Symposium, Sept. 25-26 Great Falls, Cost? Colleen Rudio, 406-549-4148, [www.iccscpa.com](http://www.iccscpa.com).

Payroll Basics, Sept. 10 Helena, Cost? Lorman Educational Services, 888-678-5565, [customerservice@lorman.com](mailto:customerservice@lorman.com)

SBIR-An Opportunity to Build Your Company, Sept. 18 Kalispell, Cost? Montana Department of Commerce SBIR Program, Linda Brander, 406-841-2749, [lbrander@state.mt.us](mailto:lbrander@state.mt.us).

Soft Skills for Manager and Supervisors, Sept 23 & 30 Helena, \$50. 12-hour workshop provides tools to effectively lead staff while maintaining morale, respect and open communication. Business Resource Center, Stephanie Hilger, 406-443-0800.

Writing a Business Plan, Sept. 16 Missoula, \$10. Montana Community Development Center, Steve Grover, 406-728-8234 ext. 206, [sgrover@mtcdc.org](mailto:sgrover@mtcdc.org).